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PRODUCTION SALARY SURVEY pg. 94

Folio:

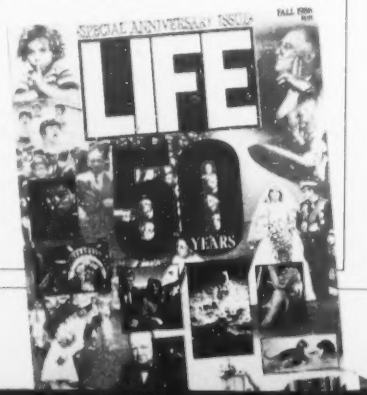
NOVEMBER 1986 THE MAGAZINE FOR MAGAZINE MANAGEMENT $6.00

Thinking: The art of good writing

Is the writing in your magazine thoughtful and meaningful? Or is it something else—sleight of hand, regurgitation of the facts, or some other product of incompetence or laziness? Too much magazine writing lacks purpose, analysis or logic, according to this editorial director of a business publishing group. Here's a thoughtful article on slippage in editorial quality and what you can do to maintain high editorial standards. **82**

Life celebrates 50th anniversary

Special issue and events mark milestone for the picture magazine whose history chronicles dramatic changes in magazine publishing and marketing. **59**



Tax reform helpful

Implications are that most of the tax overhaul is positive for magazine publishers, but some "sneaky hidden penalties" warrant watching, according to accountants. **30**

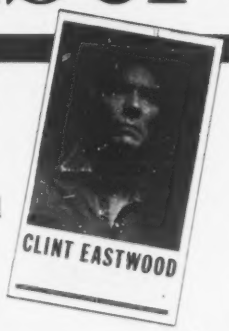
Fierce printer competition continues

Publishers are finding themselves in the driver's seat as printers with web offset equipment, desperate to fill excess capacity, sweeten their printing offers. **15**

Tisch: What stamp will he put on USPS?

The new Postmaster General, Preston Tisch, takes charge during a period of controversy and change. What can he do to curb rates, improve service? **49**

November 1986



1986 Society of Publication Designers Awards 88

The best in magazine design is presented here with critiques from the judges.

What production directors and managers earn 94

The annual FOLIO: production salary survey reveals salaries and other compensation by region, total pages produced annually, number of employees supervised, frequency of publication, circulation and more.

Desk-top publishing: Starting small, thinking big 104

This rapidly expanding form of publishing is explored by an executive at American Demographics publishing company, who has found many uses for it.

How to get early renewals 111

You can reap the rewards of quick cash, cost savings and higher renewal rates by speeding up the timing of your renewal requests using these tips.

Circulation gains tough to come by in first half 15

While new subscriptions boosted many consumer magazine titles, single-copy sales pulled as many under, a FOLIO: analysis of ABC's Fas-Fax reveals.

Ad rate hikes held to 4%-6% 20

Expecting a soft market and tight advertising budgets for 1987, many magazine publishers are reining in ad rate increases. Some agencies say more than 5 percent is a flag to go with competitors.

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UPDATE

Fierce printer competition continues

Publishers benefit as unused press capacity drives down prices

The magazine printing industry is still engaged in cutthroat pricing competition, which has created a real buyers' market for magazine publishers.

Publishers from large consumer magazines to small business publications find themselves in the driver's seat as printers with web offset equipment, desperate to fill excess capacity, continue to sweeten their printing offers.

The irony is that this boon for publishers derives in part from publishers' biggest headache: the decline in ad pages since 1985. The price competition is also a result of the installation of new high-speed presses and bindery lines that give printers greater capacity than before.

MEREDITH/BURDA

***The ad page bust** is behind the printing price drop. Many printers who added capacity when pages were booming from 1982 to 1984 must now scramble for business.*

The upgraded presses were pur-

(CONTINUED ON PAGE 43)

Circulation gains tough to come by in first half

While subscriptions boosted many titles, single-copy sales pulled as many under

Schaumburg, Ill.—Little more than half of the 444 U.S. consumer magazines measured by the Audit Bureau of Circulations (ABC) reported total paid circulation gains for the first half of 1986 compared to the same period last year, a FOLIO: analysis of ABC's Fas-Fax report shows.

While only 50.9 percent of the titles audited showed improvement in overall circulation, subscription gains continued to buoy those figures against the persistent slide in single-copy sales. Of the 429 consumer magazines sold by subscription, 54.5 percent reported gains over the period a year earlier.

On the newsstands, however, 53.8 percent of the 392 titles reporting newsstand sales saw their average unit sales decline for the first half. Nonetheless, this performance was better than that of the last half of 1985, when nearly 75 percent of the measured magazines experienced newsstand declines.

Eight of the top-15 magazines ranked by unit single-copy sales finished the period with newsstand declines, most notably *Woman's Day*, which was down an average of 959,295 copies of a total 5,631,835 circulation. *Woman's Day*'s falloff reflects the magazine's decision to scale back its guaranteed rate base—a tack taken recently by several large-circulation titles. Also suffering substantial single-copy declines were *Family Circle*, off an average 319,544 copies; *Penthouse*, down 376,526; and *Playboy*, off 305,987.

Top newsstand sellers

The top-five newsstand sellers, ranked in declining order by unit single-copy sales, and their newsstand performance, were *TV Guide* (-0.5 percent); *Family Circle* (-5.0 percent); *Woman's Day* (-14.7 percent); *National Enquirer* (+0.1 percent); and *The Star* (+5.7 percent).

While women's service and gener-

al editorial titles showed generally mixed returns from newsstands for the first half of the year, the men's group remained troubled. Only *M: The Civilized Man* saw an increase in newsstand sales (28.8 percent); *Gentlemen's Quarterly, Penthouse, Cheri, Gallery* and *High Society* each suffered unit single-copy sales declines of more than 11 percent. Total paid circulation figures were dismal as well, though offset somewhat by modest subscription gains. Still, only *M* moved up overall —a slim 0.3 percent gain after a 15.2 percent unit loss in subscriptions. *Esquire* dropped 2.6 percent overall.

As a group, newsweeklies performed well on newsstands: *Newsweek* was up 18 percent, *Time*, 7.3 percent and *U.S. News & World Report*, 1.6 percent. *Time* and *U.S. News* also posted subscription gains, up 2.9 percent and 8.9 percent, respectively.

Single-copy analyst Ron Scott believes that because of the increasing number of new titles on the stands, the high-volume, general-interest titles will continue to lose newsstand circulation while their overall unit sales will keep rising. He adds that ABC figures no longer reflect overall single-copy sales: A growing number of specialized, consumer-driven publications do not report to ABC, which traditionally covers publications driven by advertiser revenue.

Biggest gains in subscriptions

Modern Maturity posted the largest unit gains in overall circulation by increasing its subscription base an average 1,779,014 copies, or 15.1 percent for the period. The magazine is received by members of the American Association of Retired Persons.

Other titles that counted on major subscription growth to boost them into the top 10 in terms of unit increase were *Country Living*, up 15.8 percent overall; *National Geographic* (2.3 percent); *Time* (2.9 percent); *The American Legion Magazine* (4.8 percent); and *Money* (8.7 percent).

On a total percent increase basis, big winners included *Art & Antiques, TV Picture Life* and *American Demographics*, each of which ranked among the top-10 total circulation percentage gainers for the first half of 1986 as well as for the last half of 1985.

Among the 25 largest general editorial titles, total paid circulation gains outnumbered declines by about two to one. *Vanity Fair* continued its climb with a healthy 13.6 percent increase, while *Connoisseur* managed big subscription increases for an overall gain of 25.2 percent. *Rolling Stone* offset newsstand declines (-5.7 percent) by bolstering subscriptions (+17.9 percent) for an 11.2 percent total rise. *Reader's Digest* dropped 3.3 percent in total circulation, reflecting its decision last year to cut its guaranteed rate base by 1.5 million.

Business/finance magazines were a mixed bag in terms of overall circulation performance. The big three, *Business Week, Forbes* and *Fortune*, were all flat. *Financial World* showed the greatest circulation growth, posting a 16.3 percent gain, followed by *Barron's* (8.9 percent) and *Venture* (7.8 percent). *Harvard Business Review* declined an even 10 percent.

Shelter magazines off

For shelter magazines, the losers outnumbered the winners in total paid circulation by more than two to one.

Consumer magazines ranked by unit increase in total paid circulation

First half 1986	Total paid circulation		
Magazine*	First half 1986	Unit increase**	Percent increase
1. *Modern Maturity*	13,597,330	1,779,014	15.1
2. *National Geographic*	10,690,714	241,318	2.3
3. *The Star*	3,560,013	239,815	7.2
4. *Country Living*	1,580,083	215,351	15.8
5. *U.S. News & World Report*	2,255,943	185,271	8.9
6. *Money*	1,772,871	141,958	8.7
7. *Time*	4,832,395	136,075	2.9
8. *The American Legion Magazine*	2,647,405	121,615	4.8
9. *'Teen*	1,124,003	121,344	12.1
10. *Cosmopolitan*	2,935,488	115,379	4.1

Source: FOLIO: analysis of ABC Fas-Fax report, June 30, 1986.
*Only magazines with Publisher's Statements in both time periods were considered.
**Compared with the same six-month period in 1985.

Consistent gainers: National Geographic, The Star, Country Living, Money *and* Cosmopolitan *dominated the ranks for unit increase in total paid circulation in the last half of 1985 as well as in the first half of 1986.*

Consumer magazines ranked by unit increase in single-copy sales

First half 1986	Single-copy circulation		
Magazine*	First half 1986	Unit increase**	Percent increase
1. *The Star*	3,351,706	182,117	5.7
2. *Sun*	359,291	109,015	43.6
3. *Cosmopolitan*	2,607,144	84,480	3.3
4. *Woman*	472,606	71,219	17.7
5. *Muscle & Fitness*	427,144	55,121	14.8
6. *National Examiner*	1,072,582	48,897	4.8
7. *'Teen*	300,412	42,249	16.4
8. *Country Living*	489,441	38,483	8.5
9. *Shape*	419,317	37,780	9.9
10. *Money*	354,053	35,624	11.2

Source: FOLIO: analysis of ABC Fas-Fax report, June 30, 1986.
*Only magazines with Publisher's Statements in both time periods were considered.
**Compared with the same six-month period in 1985.

***Several women's magazines took high ratings** for unit increases in newsstand sales in the first half of 1986.* Cosmopolitan, Woman, 'Teen *and* Shape *performed well on the racks. Many other large women's titles, however, suffered declines.*

Consumer magazines ranked by unit increase in subscription sales

First half 1986 — **Subscription circulation**

Magazine*	First half 1986	Unit increase**	Percent increase
1. *Modern Maturity*	13,597,330	1,779,014	15.1
2. *National Geographic*	10,621,447	253,708	2.4
3. *U.S. News & World Report*	2,201,467	184,399	9.1
4. *Country Living*	1,090,642	176,868	19.4
5. *Family Circle*	486,262	171,293	54.4
6. *The American Legion Magazine*	2,647,405	121,615	4.8
7. *Time*	4,602,853	120,365	2.7
8. *Us*	635,148	119,656	23.2
9. *Rolling Stone*	779,097	118,241	17.9
10. *Money*	1,418,818	106,334	8.1

Source: FOLIO: analysis of ABC Fas-Fax report, June 30, 1986.
*Only magazines with Publisher's Statements in both time periods were considered.
**Compared with the same six-month period in 1985.

Weeklies and biweeklies picked up *significant unit increases in subscription sales in the first half of 1986, with* U.S. News & World Report, Time, Us *and* Rolling Stone *taking four of the top-10 spots.*

Largest percentage gains, overall circulation

First half 1986

Magazine*	Total paid circulation**	Percent gain
1. *Metropolitan Detroit*	80,701	157.6
2. *Satellite Orbit*	403,621	148.2
3. *Mature Outlook*	521,074	96.3
4. *Digital Audio*	63,545	66.3
5. *Art & Antiques*	93,588	58.5
6. *Dr. Dobb's Journal of Software Tools*	46,821	53.0
7. *Sun*	362,061	43.8
8. *TV Picture Life*	124,920	41.0
9. *American Demographics*	15,015	39.1
10. *Sew News*	141,666	38.8

Source: FOLIO: analysis of ABC Fas-Fax report, June 30, 1986.
*Only magazines with Publisher's Statements in both time periods were considered.
**Compared with the same six-month period in 1985.

Posting the greatest percentage circulation increase *for the first half of 1986 was* Metropolitan Detroit, *now in its third year of publication.* Sun, *a Globe tabloid, was number two among consumer magazines ranked by unit increase in single-copy sales.*

Country Living and *Home* were the standouts with jumps of 15.8 percent and 14.7 percent, respectively. *Better Homes and Gardens' Country Home* saw substantial improvement in its total circulation, up 9.1 percent, and *Sunset* posted a 3.6 percent gain. Figures were flat at best for other shelter titles with *Architectural Digest, New Shelter* (now *Practical Homeowner*) and *Town & Country* all suffering drops of more than 3 percent.

In the health category, overall circulation leaders *Prevention* and *Health* saw declines of 4.7 percent and 1.7 percent, respectively. Smaller titles, in turn, experienced gains ranging from 1.4 percent for *American Health* to 13.2 percent for *Shape*, which climbed substantially in both single-copy and subscription sales.

The sports group experienced more gains than losses in total paid circulation, led by giant *Sports Illustrated* (2.1 percent) and *Inside Sports* (16.9 percent).□

Subscription mix shifting

Beneath the surface of overall subscription base growth, the diverse network of contributing channels is undergoing significant change. According to circulation consultant David Foster, president of David Foster & Associates, Mount Vernon, New York, consumer magazine publishers increasingly acquire new subscription business through mail and/or direct request, which includes direct-to-publisher business and direct mail agencies such as Publishers Clearing House.

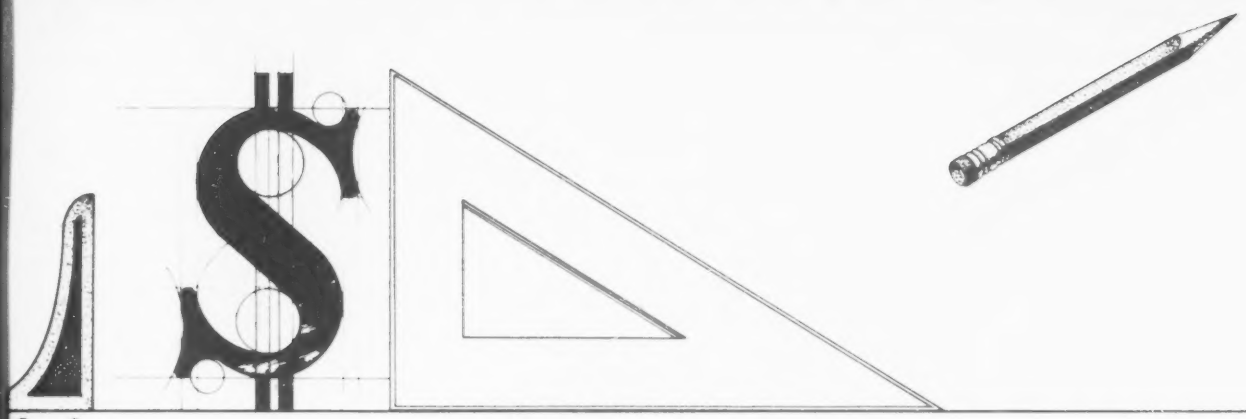
In 1985, mail/direct request was responsible for 72.5 percent of all subscriptions sold, compared to 70 percent in 1981, a 35 percent increase over the past four years, according to Foster's database analysis of Audit Bureau of Circulations consumer publications. Of the 189 million direct mail/request sales in 1985, 50 million to 60 million subscriptions—40 percent to 45 percent—were accounted for by direct mail agencies, Foster says.

Subscriptions through association memberships have also grown. Led by American Association of Retired Persons drives, the percentage attributed to such memberships has grown by 1.7 percent to account for 18.1 percent of all subscriptions sold.

However, school and church plans now play a significantly smaller role in overall sales, dropping from 4.25 percent of the total in 1981 to 3 percent in 1985.

Paid-during-service and cash field sources, originating from a publisher's own staff and independents, lost 3.8 percent of their market share, while subscriptions originating from catalog agencies remained essentially flat.

Foster concludes that expanded use of a balanced variety of subscription agencies makes sense for magazines driven by ad revenue and requiring maximum circulation growth. But magazines dependent on circulation profitability may want to cut back on agency-sold subscriptions.



FOLIO:'s second annual production salary survey reveals average salary for a production director is $41,389

BY JEAN ANGELO
SENIOR ASSOCIATE EDITOR

Production executives are jugglers, according to a FOLIO: Production Salary Survey respondent. The production executive is paid to do the "catch the extra balls routine—with missed editorial deadlines, ad extensions and press and reproduction problems," says a woman production manager who has two years of experience. "And if the routine fails and the juggler fumbles, suddenly everyone in the balance realizes that the momentum is broken," she adds.

FOLIO: wanted to find out what these jugglers—who negotiate contracts, handle last minute changes and get the magazine to the printer on time—are paid. The result of our research into that subject is divided into two parts—or two groups of respondents. The first represents production directors, but also includes vice presidents of production and other top production management. The second is made up of production managers.

The survey yielded some interesting findings. Two facts stand out:

•Business magazines are more likely to offer deferred compensation (pension and profit sharing plans) to their production employees.

•Men in production earn more than women. Males in the top production spot earn about 50 percent more than female counterparts. Male production managers make 45 percent more than female production managers.

Production directors

The average annual salary for those who hold the top production title (production director, vice president of production) is $41,389.

Production directors on consumer magazines have a higher average salary than their peers on business magazines. The average salary for those working on consumer titles is $43,800—12.9 percent higher than that of business management, which is $38,792.

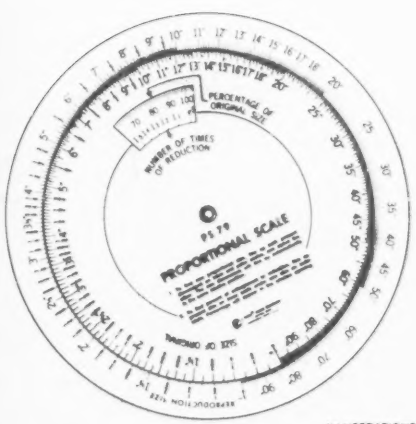
Of the 230 production directors, vice presidents and others in production management who responded to FOLIO:'s survey, 29 percent work on magazines ranked in The Folio:400. The average salary for those on Folio:400 magazines is $48,234, compared to $38,575 for those who do not work on Folio:400 titles.

Production directors in the Northeast are paid the highest average salary: $48,025. The second highest paying region for production directors is the North Central region, with an average salary of $36,344.

The number of pages produced annually does not seem to affect salary greatly. FOLIO: asked respondents to estimate the number of pages that will run this year in the magazine with the largest circulation on which they work. Those whose largest magazine will carry up to 499 pages report an average salary of $38,990. Production directors whose largest titles contain more than 1,500 pages earn only 4.6 percent more, or $40,791.

Not surprisingly, salary does increase as the number of people under a respondent's supervision increases. Production directors who do not supervise any full-time employees earn $30,788. Those with a staff of 11 or more earn almost twice as much, or $60,154.

Handling the fast-paced production needs of a weekly nets an average annual salary of $51,236. This is 26.9 percent higher than the salary for those working on monthlies, which is



ILLUSTRATIONS BY EARL KELENY

Production salary survey

$40,366. The average salary for production directors who supervise monthlies is almost identical to the average salary going to those who work on other frequency publications (biweeklies, semimonthlies and quarterlies). The latter group's average is $40,743.

Male directors are earning 49.5 percent more than female directors and vice presidents. Males report an average salary of $48,536, compared to the females' $32,469.

Those who work on more than one title earn 12 percent more than their counterparts who handle only one publication. The average for those who work on more than one magazine is $42,817, compared to $38,206 for those who work on one magazine.

Production managers

The average salary for those in the number-two spot on the production staff is $26,829. Production managers on consumer magazines are earning 13.3 percent more than managers on business titles. The average salary for managers at consumer magazines is $28,696; for those on business magazines it is $25,339.

Of the 335 production managers who responded to FOLIO:'s survey, 32.2 percent work on magazines ranked in The Folio:400. The average salary for those on Folio:400 magazines is $31,523, compared to $24,596 for those who do not work on Folio:400 titles.

The 17 respondents in the South Central states have the highest salary average: $31,935. The next highest paying region is the South Atlantic, at $28,465. The Northeast, which is the highest paying region for production directors, is in third place here. Production managers in the Northeast earn $27,993.

Supervising six or more employees nets an average salary of $39,711 for production managers. This is 83.2 percent higher than the $21,678 average paid to those who supervise no full-time employees. Managers who supervise one full-timer report an average salary of $26,688.

The gap between salaries for those who work on weeklies and those who work on monthlies is not as great for production managers as it is for top management. Production managers on weeklies earn $29,704, which is 14.4 percent higher than the average salary for managers who work on monthlies. They earn $25,964. Those who work on magazines with other frequencies (biweeklies, semimonthlies and quarterlies) earn $27,716.

Female production managers earn approximately $10,000 less than their male counterparts. The average salary for a female production manager is $23,755. The male's average salary is 45 percent higher, or $34,433.

Experience pays off for production managers. Those with up to three years of experience earn an average salary of $19,697. Managers with four to 10 years of experience can earn 25.4 percent more, or $24,702. Those with 25 or more years of production experience report an average of $43,834.

Working on more than one magazine does not mean more money for production managers. In fact, those who work on only one magazine have a higher average salary ($29,702) than those working on more than one magazine ($25,041).

Bonuses

Production directors receive an average annual bonus of $5,696. Production managers get $1,966.

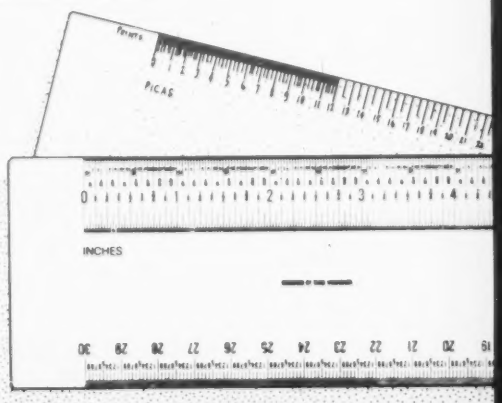
Male production directors receive a bonus that is more than twice as

"I notice a definite need to establish salary guidelines as well as job descriptions for people in production. This lack of an accurate pay scale and clear definition of job titles and responsibilities results in our industry's misconception of where production directors and managers really fit into the publishing hierarchy. The confusion works against us."

Production director in the Northeast with six years of experience, earning $26,000.

"I love my duties."

Production manager, supervising 100 full-time staffers, earning $100,000.



"The entire department is considered a necessary evil by editorial and advertising. They are sure that they could do the job as well or better."

Production manager in the Northeast on a consumer magazine with 100,000 circulation, earning $25,000.

"I love the work and responsibilities . . . . My salary was always low until the last few years. My background as a commercial artist and designer has helped a great deal."

Production manager with 33 years of experience, working in the Northeast, earning $35,000.

"Although my salary may seem better than adequate, it pales by comparison to others in this company of equal or even lower position . . . a result of the age-old production bias. This is changing, but the change is slow, slow, slow. We are still the garage mechanics of the publishing world."

Production director in the Northeast, with 10 years of experience, earning $55,600.

much as the bonus given to females holding the same job titles. Males receive $7,516; females, $3,298.

Directors on consumer magazines receive an annual bonus of $6,608. This is 52.6 percent higher than the bonus given to their counterparts on business titles. They receive $4,328.

For production managers the bonus average is just about the same. Business managers get $1,977; consumer managers, $1,949.

Deferred compensation

About 64 percent of production directors and 67 percent of production managers are offered deferred compensation (pension or profit sharing) plans.

A higher percentage of production directors and production managers on business magazines are offered deferred compensation.

About 74 percent of production directors and 73.5 percent of production managers on business magazines are offered deferred compensation. This compares with 55 percent and 56.5 percent, respectively, for consumer magazine production directors and managers.

Using the numbers

It is important to use the salary information in this survey cautiously. In many instances there were not enough respondents in certain cells to enable us to reach conclusions. For this reason, FOLIO: is publishing the number of respondents in parentheses.

The survey is also limited to comparing one variable at a time. For example, production directors and vice presidents in the Northeast are earning higher salaries than their peers in other regions, but are those in the Northeast who responded to the survey working on larger circulation magazines? Are they the ones with the most experience? FOLIO: cannot answer these questions, or offer an analysis.

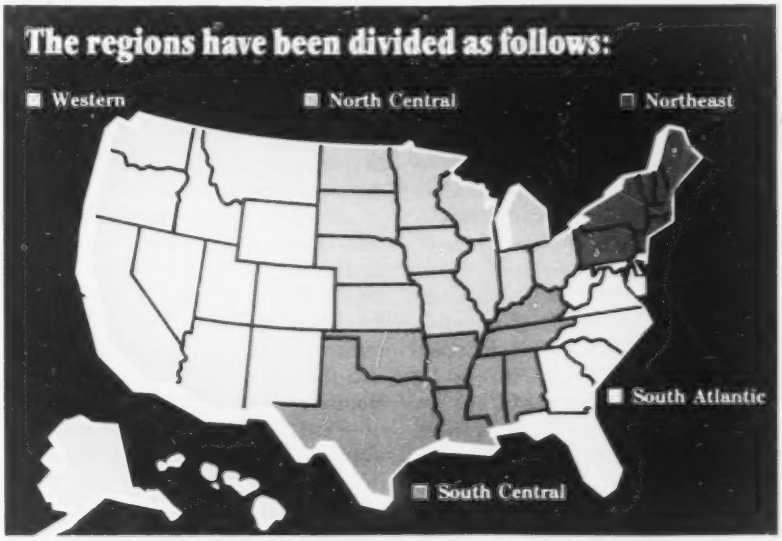
Calls for recognition

Many of the comments that respondents offered as part of FOLIO:'s survey reflect a feeling that production people are publishing's unsung heroes. Here is a sampling:

"The interesting thing about the production department is that, in many companies, regardless of the fact that our budgets are generally much higher than any other department's, little effort is spent by administration in monitoring these funds. The production department is usually ignored, blamed for most problems, and compensated least in direct proportion to the level of responsibilities. Still, it is an enjoyable field, full of opportunities to learn," observes a woman production director in the South, earning $37,000.

"I feel that I would be better compensated if I could win some award for the magazine like the editor does, or beat a previous sales figure, like the salesperson does," says a production manager with eight years of experience earning $30,500.

"It is hard for personnel directors to understand the value of a production manager. I handle $7 million worth of manufacturing and personnel bills. Am I being properly compensated?" asks a top-level manager in the Midwest, with 10 years of experience, earning $29,000 annually.

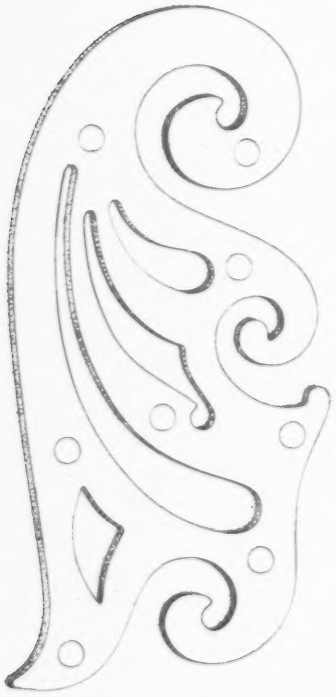


"Production is a department that receives fewer perks . . . than other departments. On the other hand, it is a field that offers new information, improved equipment, systems and a chance for continued education."

Production director in the South, with eight years of experience, earning $37,000.

"High stress, long hours, low pay. The best thing about the job is interaction with artists, writers and photographers. The worst thing is schedule changes. As soon as a schedule is set, someone needs to change it."

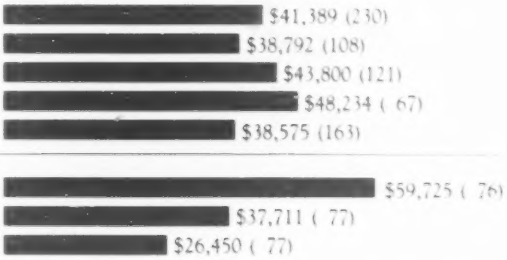
Production director in the South, with nine years of experience, earning $21,000.



Production directors

Production management (may be called production director, vice president of production): Negotiates printing, typesetting and engraving contracts; establishes production schedules. Oversees individual production managers and advises on technical matters; is directly responsible for quality control.

Average salaries (The number of respondents is in parentheses.)


All respondents $41,389 (230)
Business $38,792 (108)
Consumer $43,800 (121)
Folio:400 publications $48,234 (67)
Non-Folio:400 publications $38,575 (163)
Top one-third $59,725 (76)
Middle one-third $37,711 (77)
Bottom one-third $26,450 (77)

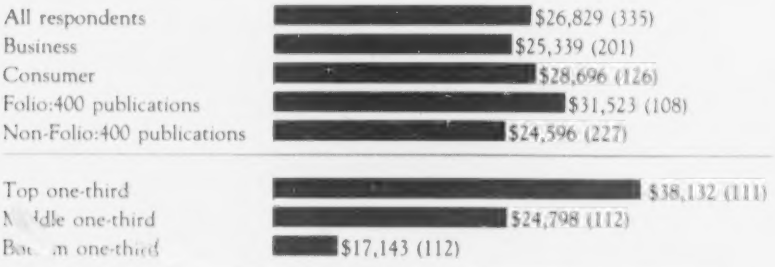
	Average	Average business	Average consumer
By region:			
Northeast	$48,025 (107)	$43,913 (55)	$52,375 (52)
South Atlantic	34,839 (26)	30,915 (14)	39,416 (12)
North Central	36,344 (38)	34,940 (19)	37,747 (19)
South Central	32,928 (21)	30,785 (7)	34,307 (13)
Western	36,301 (36)	35,558 (12)	36,673 (24)
By average total pages produced annually:†			
To 499	$38,990 (29)	$34,744 (12)	$41,988 (17)
500-999	37,285 (56)	36,074 (25)	38,538 (30)
1,000-1,499	35,934 (49)	35,737 (21)	36,082 (28)
1,500 and over	40,791 (49)	36,992 (25)	44,750 (24)
By no. of production employees under supervision:			
None	$30,788 (13)	$25,983 (6)	$35,726 (6)
One	33,394 (27)	31,204 (12)	35,146 (15)
2-5	38,614 (105)	37,730 (58)	39,706 (47)
6-10	42,683 (53)	41,095 (20)	43,645 (33)
11 and over	60,154 (31)	54,083 (12)	63,989 (19)
By frequency:†			
Weekly	$51,236 (19)	$43,583 (12)	$64,357 (7)
Monthly	40,366 (135)	37,888 (64)	42,780 (70)
Other	40,743 (76)	38,805 (32)	42,153 (44)
By circulation:†			
To 19,999	$31,642 (14)	$33,750 (12)	$19,000 (2)
20,000-49,999	33,248 (27)	34,237 (24)	25,333 (3)
50,000-99,999	35,067 (28)	34,969 (20)	35,312 (8)
100,000-499,999	39,535 (100)	41,827 (40)	38,143 (59)
500,000 and over	53,028 (55)	51,557 (10)	53,355 (45)
By sex:			
Female	$32,469 (101)	$31,222 (47)	$33,554 (54)
Male	48,536 (128)	44,912 (60)	52,058 (67)
By years in business:			
Up to 3	$32,517 (19)	$28,219 (12)	$39,885 (7)
4-10	34,997 (87)	32,565 (36)	36,849 (50)
11-15	35,829 (41)	37,493 (15)	34,869 (26)
16-25	50,578 (55)	45,267 (27)	55,700 (28)
Over 25	58,370 (27)	49,666 (18)	75,777 (9)
Responsible for:			
One magazine	$38,206 (69)	$34,634 (29)	$40,796 (40)
More than one magazine	42,817 (158)	40,314 (77)	45,387 (80)

† Refers to the magazine with the largest circulation on which respondent works.

Production managers

Production manager: Directly responsible for daily production operations, including publication paste-up, quality control and maintaining production schedules. Is liaison with printing plant. May traffic advertising and editorial materials.

Average salaries (The number of respondents is in parentheses.)

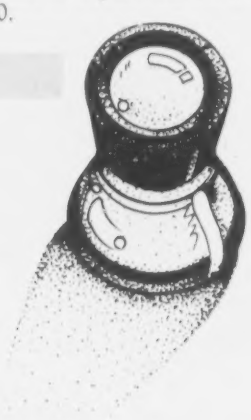


	Average	Average business	Average consumer
By region:			
Northeast	$27,993 (144)	$26,424 (86)	$30,466 (55)
South Atlantic	28,465 (32)	25,440 (22)	35,119 (10)
North Central	23,588 (88)	22,618 (61)	25,778 (27)
South Central	31,935 (17)	35,271 (7)	29,555 (9)
Western	24,930 (52)	25,380 (25)	25,074 (25)
By average total pages produced annually:†			
To 499	$25,715 (80)	$23,534 (42)	$26,549 (36)
500-999	23,689 (58)	23,732 (37)	23,794 (20)
1,000-1,499	27,582 (66)	26,707 (36)	28,633 (30)
1,500 and over	28,845 (79)	26,224 (48)	33,068 (30)
By no. of production employees under supervision:			
None	$21,678 (79)	$20,836 (60)	$24,580 (18)
One	26,688 (95)	26,773 (54)	26,676 (38)
2-5	27,414 (117)	25,640 (63)	29,456 (53)
6 and over	39,711 (35)	34,576 (20)	35,200 (17)
By frequency:†			
Weekly	$29,704 (21)	$29,588 (17)	$30,200 (4)
Monthly	25,964 (192)	23,522 (111)	29,635 (79)
Other	27,716 (116)	27,297 (72)	26,602 (41)
By circulation:†			
To 19,999	$22,745 (42)	$21,191 (33)	$30,373 (8)
20,000-49,999	23,413 (56)	24,390 (43)	20,200 (12)
50,000-99,999	26,252 (62)	27,521 (44)	21,848 (15)
100,000-499,999	26,559 (113)	25,964 (68)	25,810 (44)
500,000 and over	35,643 (50)	33,542 (6)	35,930 (44)
By sex:			
Female	$23,755 (237)	$22,673 (145)	$25,588 (89)
Male	34,433 (97)	32,503 (55)	36,172 (37)
By years in business:			
Up to 3	$19,697 (79)	$18,759 (53)	$21,610 (26)
4-10	24,702 (161)	23,993 (92)	25,948 (65)
11-15	32,434 (39)	30,084 (23)	35,812 (16)
16-25	37,450 (34)	33,109 (21)	41,300 (10)
Over 25	43,834 (20)	46,450 (10)	42,355 (9)
Responsible for:			
One magazine	$29,702 (131)	$27,038 (66)	$31,507 (60)
More than one magazine	25,041 (200)	24,575 (132)	26,173 (65)

† Refers to the magazine with the largest circulation on which respondent works.

"I came to my position with an understanding of publishing from another angle—the editorial side. I've learned an incredible amount in the two years I have been here, and see myself continuing in this area for several years."

Production manager in the West, with two years of experience, earning $28,000.



"The layout of the magazine is a major part of my workload, and should be included in FOLIO:*'s definition of production tasks. Layout is what really makes production interesting."*

Production manager in the Northeast with two years of experience, earning $16,175.

Annual average bonus by title

Average anticipated amount (The number of respondents is in parentheses.)

	Production management	Production managers
Average, all respondents	$5,696 (95)	$1,966 (119)
By region:		
Northeast	$8,058 (47)	$2,155 (55)
South Atlantic	2,337 (10)	2,187 (11)
North Central	4,163 (17)	1,525 (36)
South Central	1,833 (6)	1,700 (3)
Western	3,552 (14)	2,212 (13)
By circulation:		
To 49,999	$2,642 (16)	$1,357 (42)
50,000 and over	6,314 (79)	2,299 (77)
By sex:		
Female	$3,298 (41)	$1,576 (81)
Male	7,516 (54)	2,799 (38)
By magazine:		
Business	$4,328 (38)	$1,977 (74)
Consumer	6,608 (57)	1,949 (42)

"The job has an inexhaustible supply of 'opportunities,' so it is never boring. There are times when no amount of compensation would be enough."

Production director in the Northeast with six years of experience, earning $38,000.

Percentage whose companies offer deferred compensation

(The number of respondents is in parentheses.)

	Production management	Production managers
Total respondents	64.2% (229)	66.9% (332)
Business magazine respondents	74.1% (108)	73.5% (200)
Consumer magazine respondents	55.0% (120)	56.5% (124)
Respondents by circulation:		
To 49,999	48.9% (45)	55.5% (110)
50,000 and over	67.9 (184)	72.5 (222)
By sex:		
Female	71.1% (128)	69.1% (97)
Male	55.0 (100)	65.8 (234)

Methodology

FOLIO: surveyed 1,194 production professionals in the magazine industry, of whom 608 responded. Five hundred sixty-five of the returned questionnaires contained enough information to be used for tabulation. The response rate to the survey was 51.9 percent.

The survey (using two mail efforts) was conducted during April, May and June of this year.

Twenty-six percent of the sample surveyed was made up of professionals who work on magazines ranked in The Folio:400. Another 30 percent was made up of consumer and business magazine employees on titles that have circulations of 100,000 or more.

FOLIO: has broken out the salaries of Folio:400 personnel and non-Folio:400 respondents in each of the two compensation charts. With each compensation chart, FOLIO: has published a job description. These job descriptions were printed on the questionnaire. Respondents were asked to mark the description that most accurately described their duties.